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25 September 1979

MEMORANDUM FOR: Senior Review Panel/NFAC

FROM : [REDACTED]
Acting Chief, Analysis Group

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SUBJECT : Evaluation in CIA [REDACTED]

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1. The Comptroller's Office has been charged by the Executive Committee to examine the question of whether and how the Agency might "do more with less." In pursuit of this broad and ambitious objective, the Analysis Group asked each of the directorates to tell us what efforts it had under way to apply the measures of productivity enhancement, evaluation, and resource reallocation. (Attachment.) [REDACTED]

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2. As you are undoubtedly aware, the NFAC response noted that the Senior Review Panel had a principal role in evaluating the intelligence product. We are interested in discussing with you your philosophy of evaluation and how you have approached the task of measuring the value -- and possibly the cost as well -- of any individual intelligence product and of the total product (perhaps to include the analytic capability) of NFAC itself. We are still very much in the fact-gathering stage and would be interested in discussing as wide a range of topics as you may consider appropriate. [REDACTED]

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3. I have discussed our effort with [REDACTED] and he indicated that you might be amenable to a round table discussion on "evaluation" after we had done some further thinking about the subject. We appreciate your willingness to take time to assist us in our attempts to come to grips with this difficult problem. We look forward to meeting with you on Tuesday, 2 October at 1400. [REDACTED]

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Attachment:

Memo to Multiple Addressees,
Subj: Doing More With Less,
Dated 2Aug1979

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8 AUG 1979

MEMORANDUM FOR: Deputy Director for Administration
Deputy Director, National Foreign Assessment Center
Deputy Director for Operations
Deputy Director for Science & Technology

FROM : James H. Taylor
Comptroller

SUBJECT : Doing More With Less [REDACTED]

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1. In light of the tight resource environment and ever-increasing demands on the Agency, the Executive Committee has asked the Comptroller's Office to examine the question of "doing more with less" (see attachment). We have been asked to examine the usefulness of taking a fundamental look at the distribution of resources, to identify initiatives to improve productivity, and to examine the potential of establishing evaluation procedures to track performances and judge new proposals.

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2. In order to address these questions, we need to know what CIA components have been doing, particularly with respect to productivity and evaluation. For example, in our initial review, we found that some initiatives had already been taken in the Agency--NPIC has developed an experimental productivity measurement system for imagery exploitation and DDO is currently investigating new procedures for evaluating human source reporting. Since there may be other efforts that we can learn from, we request that you provide a short, brief summary of activity, current or past, in the following areas:

- a. Attempts at productivity enhancement.
- b. Methods of measuring productivity.
- c. Procedures for evaluating quality and utility of your products or programs.
- d. Methodologies used for determining internal allocation of resources. [REDACTED]

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3. Please forward this information to the Comptroller's Office by 1 September 1979. If you have any questions, please contact [REDACTED] Chief, Analysis Group, [REDACTED]

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James H. Taylor

Attachment:
As Stated

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Excerpt from Executive Committee meeting notes, 18 May 1979

DOING MORE WITH LESS. The belt tightening continues in the face of greater demands on the Agency. The programming and budgeting process provides a good way to make major decisions on resource allocation. But it represents only one tool, albeit the most basic one, for getting the most from the resources provided to us. We need to examine carefully additional methods to pursue this goal. Are there initiatives we should undertake to improve productivity in labor-intensive areas? Would a fundamental look at the distribution of resources produce some alternatives which have the potential of improving the Agency's performance? Are there evaluation procedures we should consider at the Agency level to track our performance or to judge major proposals that would lead to better resource allocation decisions? Mr. Taylor should: (a) by July 1979, begin to look at these three approaches--productivity enhancement, resource redistribution, and evaluation--to make a judgment on whether any or all of them hold enough promise to warrant further study; and (b) report to the Committee by the end of October 1979 on options considered and recommended next steps in this area.

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